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## TERMS OF REFERENCE FOR

### OTR's MANAGEMENT REPORT TO THE DD/S

1. The report is essentially a management report which is designed to keep the DD/S informed as to the achievements, progression, trends, problems, expectations, and anticipated future developments of his component offices. It should be truly a management report which describes in general what have been the achievements of the year covered by the report. In addition the report should highlight the problem areas, the things which were of most concern, those programs which were most successful, and those things which proved to be disappointing. Further, the report should indicate what trends are expected, what programs are contemplated or will be launched in the next year, what problems are anticipated in connection with these programs, and what on-going programs or projects will be discontinued or will be reduced in the up-coming year. [Statistics will play a role] in emphasizing high lights, but statistics by themselves should not constitute the basis of the report. Further, figures of cost by themselves are not necessarily meaningful. The DD/S does have the complete budget solutions and can determine costs himself as they are made or as they are expected to come due; nevertheless certain cost figures will be illustrated in the context of the management report. For example, the amount of money which was granted as awards in the Language Program for the year would be significant, but it would be even more significant with a narrative which describes the hope and expectation that the language awards be discontinued. In addition, as the narrative report is described, certain new programs or projects or certain increases in on-going programs with anticipated cost figures would be significant to the DD/S. Costs by themselves, however, are not necessarily desired.

2. Certain statistics on training loads are valuable. As indicated above, those numbers and statistics which we included last year remain quite appropriate to the report provided they are encompassed in the narrative. The Office of Training report should include information about achievement of the permanent construction plan for the [redacted] Training Station, development with respect to the [redacted] Installation, action taken in connection with the Inspector General's Report on Training, the hope for termination of the Language Awards System, and the mechanisms whereby the termination will be accomplished, and similar matters. As a management report, it should include the type of information which would properly support a real and significant

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budget submission (although the current trend of budget submitting within the Agency unfortunately does not produce the amount of true management information which would be most helpful). The report should include high lights of what the Office of Training has done during the year and what it expects or hopes to do during the upcoming year with emphasis on the problems which would be involved. This is what the DD/S needs to keep him informed as the manager of his components.